TAKE POWER

GENERATION EUROPE
The Academy

Handbook to Get Started With Advocacy and Lobbying

Imprint

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1. Introduction

Unlocking the power of advocacy and lobbying is the key to elevate the recognition and appreciation of youth work in Europe to new heights.

Youth work is a vital component in functioning democracies and contributes to peaceful coexistence. However, its success is not automatic. Non-formal youth work spaces are more than just places for young people to spend their free time. They play a crucial role in empowering individuals, providing access to possibilities of participation in society, and fostering the development of critical and active citizens.

To establish more sustainable youth work structures across Europe, we require both self-confident, courageous advocacy and direct lobbying efforts from within the youth work field. Advocacy is necessary for civil societies, empowering organisations and individuals to express everyone's needs, voice concerns, influence decision-making processes, and contribute to positive change in their communities, cities, regions, countries, and throughout Europe.

> *"Power can be taken, but not given. The process of taking is empowerment in itself."*
> Gloria Steinem

The European network *Generation Europe – The Academy* aims to strengthen both local and international youth work. Local youth work significantly benefits from international projects, and local structures are essential for the success of international youth work. Both elements are crucial for fostering democratic and inclusive societies, especially as they undergo transformation towards sustainable living. Strengthening young people throughout Europe, encouraging local activism, and fostering a global perspective are key aims of the network.

Generation Europe – The Academy brings together more than 40 youth work organisations from 14 European countries, each facing diverse general conditions. However, a common need is visible in all of our organisations: the demand for increased visibility and recognition of local youth work to gain more support from politics, administration and society, to secure additional funding and improve working conditions. Achieving this requires effective advocacy and lobbying, a task easier said than done. This handbook aims to empower and support organisations and active citizens in undertaking this crucial advocacy work.

Regardless whether you approach this handbook from the standpoint of an organisation, an active citizen, a trainer, an educator, or a student: it provides practical guidance on how to conduct effective advocacy. It guides you through the steps to take action. The handbook includes definitions, techniques for crafting a successful strategy, illustrative examples, as well as plans and tips on overcoming challenges often encountered in advocacy or lobbying processes. Whether you're looking to organise an action or seeking more attention for your highly valuable work, this manual is here to inspire you.

We are convinced that numerous small-scale advocacy processes throughout Europe have a positive impact on both local and international youth work.

This is what you can expect from this handbook:

This manual awaits you with a comprehensive guide to **advocacy and lobbying**. We begin by clarifying the distinction between these two practices and exploring the various types applicable in real-world scenarios (Chapter 2).

Once you've grasped the fundamentals, it's time for you to dive in! Chapter 3 offers practical insights on **creating a strategy for your project**, whether it's a single action or a full-fledged campaign. This chapter also delves into the crucial tasks you'll encounter, team composition, and role clarification. Moving to Chapter 4, we focus on the **internal communication** within a team - there is a lot to think about!

Chapter 5 provides some methods for practical application. Learn to use the **theory of change** for planning and evaluating your campaign. Structured **stakeholder mapping** ensures focus and energy are directed to the right places. The **risk analysis** prepares you for unforeseen challenges, a common aspect of advocacy and youth work.

Self-reflection tools, such as the SWOT analysis, SMART goals and effective timelines, will help you reflect on your work and enhance your campaign process. If you feel less confident when speaking in front of stakeholders at events, you can find ideas to boost your confidence in the subsection on the **elevator pitch**.

For concrete actions, explore our **list of public actions** and draw inspiration. Benefit from the collective experience of others by checking out the list of common **do's and don'ts** (Chapter 6), helping you avoid typical mistakes.

And to not to leave you alone with all the ideas and strategies you may have in mind after reading this handbook, you will find a grid for preparing your lobby process as well as a download-link to some **templates** and some explanation to utilise them in the annex of this handbook.

And all there is left for us to say now is: **TAKE POWER, it's worth the effort!**

2. Differentiating Advocacy and Lobbying: Two Approaches to Change

While all lobbying falls under the umbrella of advocacy, not all advocacy is lobbying. Understanding the nuances of advocacy and lobbying, as well as the differences between them, is a prerequisite for finding solutions to various problems.

Advocacy and lobbying are both strategies aimed at influencing decision-making and promoting a particular agenda or cause. Although they share some similarities, they are distinct in their approaches and objectives.

Advocacy involves any activity undertaken by you or your organisation to communicate your concerns to the public and decision-makers in politics, administration, and other fields. This involves speaking out on behalf of those who may not have a voice or the means to do so independently. Advocacy work is a continuous endeavour, establishing you as a relevant actor with legitimate and pertinent interests deserving consultation in decision-making and planning processes. Various communication forms can be employed for advocacy, ranging from inviting decision-makers to your events, organising protests or rallies, to raising awareness through diverse media channels. Collaboration with other organisations or communities is also integral to effecting meaningful change.

Advocacy and lobbying, while intertwined, diverge in their scope and methodologies. **Lobbying adopts a more focused approach to achieving change. It involves** attempting to sway individuals in positions of power to change a specific issue on a local, state or EU level. This can include advocating for favourable legislation or preventing the adoption of unfavourable laws. While lobbying has a narrower approach, there are still different ways to do it. Most important is the difference between direct and grassroots lobbying. Each serves various purposes.

Direct Lobbying

In the direct lobbying process, you, as the lobbyist, directly engage with the person in power regarding a specific issue or legislation to express your views. This type of lobbying provides the opportunity for face-to-face meetings, as well as communication through phone calls or emails.

Grassroots Lobbying

Conversely, when you engage in grassroots lobbying, you take an indirect approach by mobilising the public to influence decision-makers. Your goal is to influence public opinion and inspire those in power to make decisions aligned with your objectives. Through this approach, you can effectively create change through the power of the people.

Grassroots lobbying employs diverse tools. These include:

- Media Advocacy: Utilising media outlets such as newspapers, radio, and television to reach a broader audience and raise awareness about a particular issue.
- Coalition Building: Collaborating with other organisations or groups that share common interests to amplify lobbying efforts and enhance their overall impact.
- Social Media Advocacy: Using social media platforms such as Instagram, X (formerly Twitter), Facebook, TikTok, etc., to engage with decision-makers, stakeholders, and allies to build support for a particular issue.

Selecting the most suitable approach for your needs is crucial when building your lobbying strategy and working towards achieving your long-term goals.

Effective advocacy and lobbying communication requires careful planning, a clear understanding of the target audience, and persuasive messaging. It is often a collaborative effort involving a range of stakeholders, including lobbyists, advocates, grassroots organisers, and media specialists.

In the realm of public life, no single politician can be an expert capable of making optimal decisions across all segments. To navigate this complexity, politicians need to talk to different stakeholders, who represent diverse interests. In an ideal scenario, politicians listen to many sides, forming their opinions based upon this. Thus, advocacy and lobbying are essential and legitimate parts of a thriving democracy.

The term lobbying often has negative connotations, because certain influential groups have easier access to appointments and a more attentive ear among politicians. However, this emphasises how important it is for youth representatives and youth work advocates to intensify their representation of interests and lobbying work. The paradox is that the solution is to strengthen and refine these lobbying efforts to level the playing field and ensure equal access to channels of influence.

3. Crafting Your Strategy: Essential Steps and Team Roles

Leading Questions to Get Started With

Developing a strategy for advocacy and lobby work requires careful planning and consideration of various factors. Here are some key steps to guide you:

1. **Define Your Goals: What's the Aim?**

   Clearly articulate the specific goals you want to achieve through advocacy and lobbying efforts. Whether it's altering legislation, securing increased funding for a specific cause, or raising public awareness about an issue, define your goals with precision.

2. **Identify Your Target Audience: Who Holds the Power?**

   Determine the individuals or groups who have the power to influence your goals. This could include law-makers, government officials, corporate executives, community figures, or other influential members of society.

3. **Gather Relevant Data: What's the Foundation?**

   Gather relevant data and information concerning the issue you're advocating for and the target audience you are trying to influence. This groundwork is essential for understanding their perspectives, concerns, and priorities.

4. **Establish Your Message: What's Your Narrative?**

   Develop a compelling message that resonates with your target audience. Clearly articulate your goals and their benefits.

5. **Build a Support Network: Who Stands With You?**

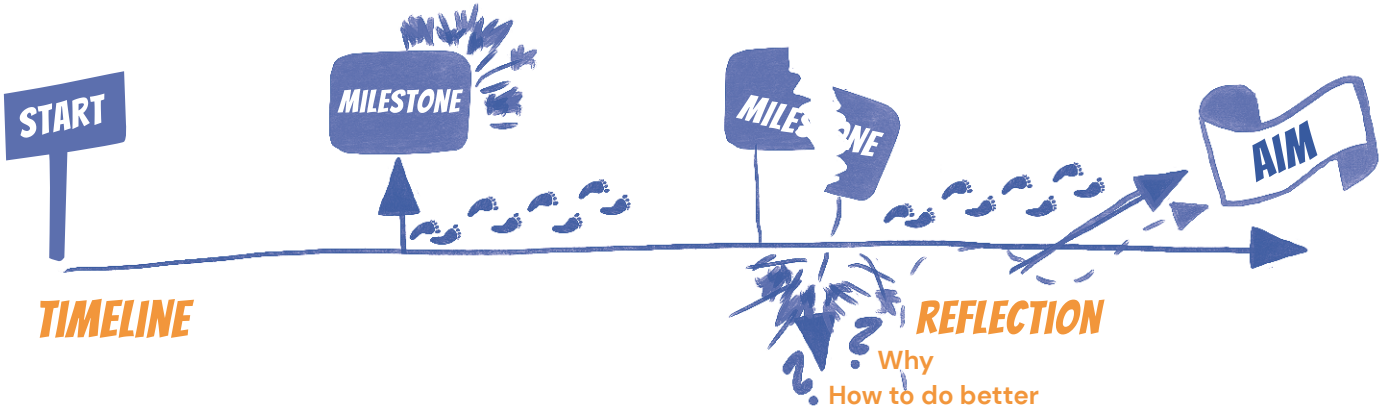
   Work with other organisations, stakeholders and groups that share your goals. Cultivate a broader support base to amplify your message and strengthen your advocacy efforts.

6. **Formulate Your Action Plan: What, When by Whom and How?**

   Identify specific activities that will help you to achieve your goals. Develop a timeline with milestones and allocate resources accordingly.

7. **Monitor Your Progress: Are You on the Right Track?**

   Regularly evaluate your progress towards achieving your goals and adjust your strategy based on feed-back and results.



Setting Milestones

To evaluate your progress, milestones are important because they provide a way to measure and track the success of your lobbying efforts.

- Focus on Objectives: By setting specific milestones, a lobbying team can stay focused on their goals and avoid getting distracted. Each milestone provides a clear objective to work towards, ensuring alignment and progress. A typical milestone relatively early in the process could be: *"We have agreed on and written down the key arguments we will build our material on."* Or a bit later in the process: *"The first personal meeting with a key stakeholder has taken place."*
- Milestones act as markers to monitor the success of your lobbying efforts. They guide actions and help team members align their efforts, ensuring that everyone is working together towards a common goal and that progress is being made.

- Celebrating achieved milestones is a powerful motivator. It boosts team spirit, maintains enthusiasm, and reinforces commitment to the lobbying effort.

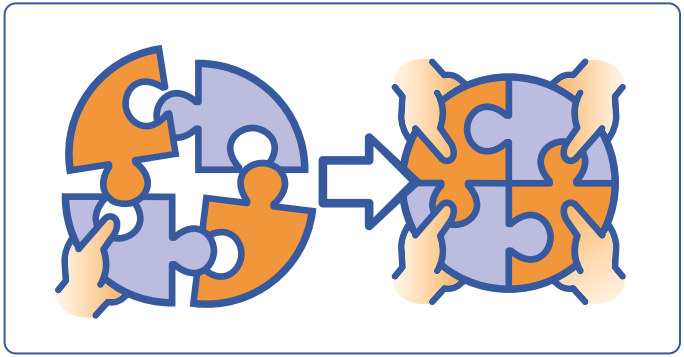
- Further, Milestones serve as a communication tool to update stakeholders, including donors and supporters. Highlighting achieved milestones demonstrates progress, reinforcing the value of their investment in your lobbying endeavours.

- Milestones that are not reached can lead to a reassessment of the strategy. If you don't achieve a specific milestone, it triggers a review and adjustment of your approach. This adaptive process ensures that your lobbying efforts remain effective and on course.

In essence, milestones are an important tool for keeping your lobbying efforts focused, accountable, motivated, and strategic.

Overall, developing a strategy for lobbying and advocacy work requires a comprehensive understanding of the issue you are advocating for, your target audience, and the resources and tactics that will be most effective in achieving your goals.

Building a Dynamic Team



Effective lobbying requires a diverse range of skills and expertise, making it essential to have a well-rounded team.

No team is big enough to fill all these roles with different people. The following list is intended to help you identify the areas of work for successful advocacy, and to provide guidance on team composition and the creation of a specific list of roles and tasks that suit the context, objectives and team size.

Most likely, you will have to decide what is most important to achieve your goals. In many cases, even after setting

priorities, several of them will fall under the responsibility of one person. However, the overarching principle is clear: Just one individual will never be enough. So, whatever you want to achieve – never try to walk alone. However, also small teams with limited resources and a lot of other responsibilities can carry out successful advocacy work, if they have an overview of possible roles and tasks, and if they set their objectives and priorities wisely. Possible roles are:

1. **Lobbyist:** The primary role of a lobbyist is to advocate for a particular issue or interest group with lawmakers and other decision-makers. Lobbyists must possess strong communication and negotiation skills, coupled with an in-depth understanding of the issue at hand.

2. **Manager:** Responsible for internal communication, legal representation of the project, supervision, evaluation, controlling, final decisions, and public representation.

3. **Researcher:** Tasked with gathering information on the lobbied issue, a researcher provides analysis to the team. They may also be responsible for researching the positions of lawmakers and identifying potential allies or opponents, observing the subject area and actions, collecting materials and sharing insights with the team.

4. **Communication Specialist:** Develops and executes a communication strategy to support the lobbying effort. This involves creating press releases, social media content, and various materials to garner support. Additionally, they handle campaign creation, corporate identity, newsletters, reporting, merchandising and product development.

5. **Grassroots Organizer**: Mobilises supporters for the lobbying effort, building a coalition to push for change. Responsibilities include organising rallies, coordinating letter-writing campaigns, and building relationships with community organisations.

6. **Legal Expert:** Guides the lobbying effort's legal aspects, ensuring compliance with lobbying regulations and addressing potential legal challenges.

7. **Fundraiser:** Essential for securing financial resources, a fundraiser works to gather funds from donors and supporters to sustain lobbying efforts.

8. **Coordinator:** Manages the team, sets priorities, and ensures effective collaboration. This role involves delegating tasks, scheduling meetings, and guiding team members. You can split the role into network, team and volunteer coordinator.

9. **Medic (Well-being):** Prioritising team well-being, the medic manages human resources, offers well-being support, and takes care of the team. A medic should be a strong individual capable of advocating for the team's needs.

10. **Action Director:** Manages street actions and conducts risk analysis. The action director speaks up during actions if unexpected issues arise.

11. **Training Organiser:** Develops a training flow and a pedagogical concept.

12. **Value Manager:** Acts as the moral compass, overseeing and calling for further agreed-upon common values.

13. **Scheduler** (sometimes connected to the action director or office management): Manages appointments and events, ensuring efficient coordination.

14. **Office Manager:** Ensures the functionality of the office.

15. **Technology Manager:** Organises and requests new materials, such as adapters, projectors, microphones, and offers IT and equipment advice.

16. **Policy Director:** (Strongly connected to the legal advisor, action director and communication specialist). Handles sensitive topics.

4. Internal Communication

Effective internal communication is crucial for a successful advocacy and lobbying team, ensuring alignment and a unified approach. This applies as soon as two people start working together and becomes even more important the larger the team is. Here are some key strategies for promoting good internal communication within your team:

1. **Regular Meetings:** Schedule regular team meetings to discuss progress, share updates and identify any issues or challenges. Encourage inclusivity, allowing every team member to contribute and ask questions.

2. **Clear Roles and Responsibilities:** Clearly define the roles and responsibilities of each team member (see above) to avoid confusion and ensure that everyone knows what is expected from them. You can formalise this through job descriptions or team agreements, creating a protocol for reference.

3. **Foster Open Communication:** Encourage your team members to communicate openly and honestly with each other. Communication prevents misunderstandings and ensures you address all issues before they become more significant problems. A lack of open communication is especially often a problem when different groups or organisations work together in an alliance but are competitors in other fields.

4. **Open Communication Channels:** Establish transparent communication channels, such as email, instant messaging, or a professional team communication tool, to ensure that team members can easily communicate and share information. Clearly define which channels to use for different types of communication.

5. **Clear and Concise Messaging:** Develop clear and concise messaging consistently across all communication channels, including social media, press releases, and advocacy materials. This ensures a unified voice and coherence in the lobbying effort.

6. **Use Shared Calendars:** Utilise shared calendars to keep everyone informed of important dates, deadlines, and events. This helps to prevent conflicts and ensures everyone is on the same page.

7. **Delegation of Tasks:** Delegate tasks based on each team member's strengths, expertise and roles, aligning responsibilities with their skills. This will increase efficiency and productivity. A culture of "not complaining is praise enough" is destructive.

8. **Celebrate Achievements:** Celebrate milestones and achievements to boost morale and maintain enthusiasm for the lobbying effort. Celebrations contribute to a positive team culture and build momentum towards the ultimate goal.

9. **Provide Feedback:** Regularly offer feedback to team members on their contributions. This motivates team members and improves the overall performance.

10. **Technological Training:** Train the whole team with the new technological languages and tools applied to communication. Don't assume that the entire team has the same knowledge or skills in this regard and bridge the intergenerational gap by providing ongoing training opportunities.

By implementing these strategies, an advocacy and lobby team can promote effective internal communication, enhancing collaboration, optimising resource utilisation, and ultimately ensuring the success of their lobbying efforts.

5. Material for Your Strategy Building and Monitoring

Your Theory of Change

A theory of change is a planning and evaluation tool that helps you or your organisation to articulate goals, outcomes and the steps required to achieve them. It's a great tool to get started. Developing a theory of change is the foundation for your strategy and actions, guiding you and your team to envision a larger goal and then map out the required inputs, activities, outputs, and outcomes. The theory of change provides a framework that allows you to monitor and evaluate progress and adjust as necessary. Given that change processes are often lengthy and involve many steps, it is helpful to have a strong foundation. A well-thought-out and transparent framework of change always provides the opportunity to step back from the current process and view the bigger picture.

Every change process begins with a thorough **problem** analysis and a compelling drive to transform the status quo. This begins with establishing short-, medium- and long-term goals. Depending on the problem, gather insights into the issue (e.g. through knowledge, networking) and develop strategies to solve it and achieve your set goals. This includes careful planning of concrete action steps, defining your team's composition, as well as analysing the key stakeholders involved.

The implementation of the actions is the **output** (e.g. protest actions, solidarity rallies, networking events), which results in the **outcome** (e.g. public recognition, support). Whether the actions decisively support the change process can be assessed on the basis of the **impact**. Successful actions should have extensive and longer-term effects.

Here follows a practical example of the theory of change based on problematic working conditions in the youth work sector:

THEORY OF CHANGE

On the example of improving working conditions in youth work.

Poblem

Poor working conditions in the YW sector

Input

Create workers networks to reflect on their conditions and propose actions

Output

Conference to make youth work sector more visible and recognised

Outcome

The issue is discussed in the press and on social media
Youth Work becomes more relevant at the social level

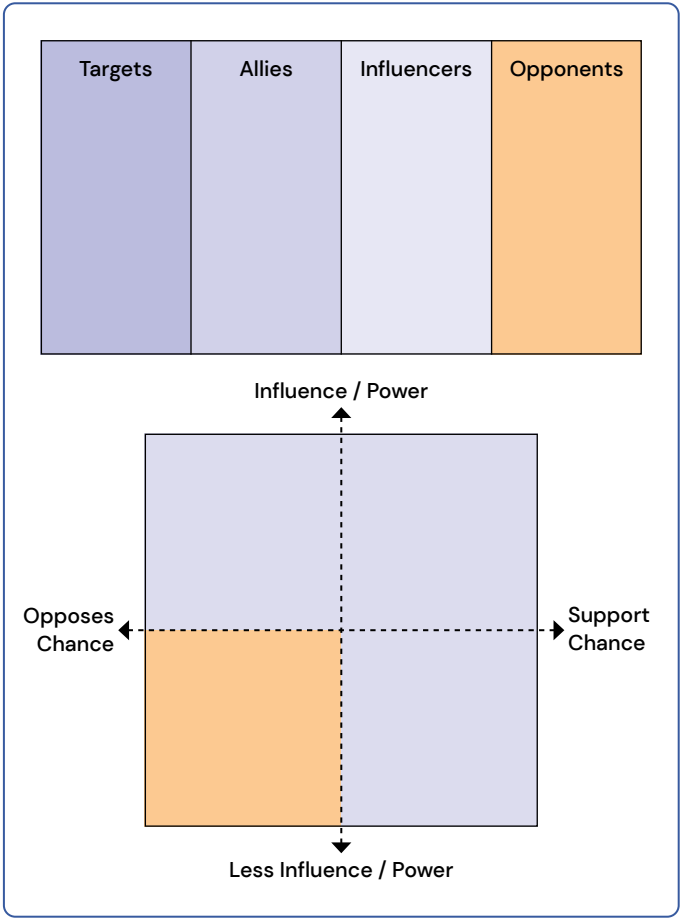
Impact

The institutions invest more in the sector and regulate the precarious situation of workers

Stakeholder Mapping

Stakeholder analysis is a valuable technique for mapping and understanding the power, positions and perspectives of stakeholders that have an interest in and/or might be affected by a particular process of change. Stakeholders can be individuals, organisations or other concrete or abstract groups who can benefit from the changes or be negatively affected by them. Identifying and understanding stakeholders is essential, as they may hold varying degrees of influence on the project's impact, making their involvement critical.

The stakeholder analysis process involves several key steps. First, it is necessary to identify relevant stakeholders or interest groups associated with the project's objective, problem, or issue. This can be achieved through collaborative brainstorming within your team and talking to individuals closely connected to the matter at hand. Once identified, stakeholders are then classified into four categories based on their positions and perspectives. This classification consists of the following categories: Targets, allies, influencers and opponents.



- **Targets** are often the decision-makers holding the power to facilitate the desired change (e.g. politicians, ministers, members of parliament). If influencing them directly proves challenging, it is advisable to identify secondary targets with more direct influence on the primary targets, such as state secretaries or influential people in the local administration.

- **Allies** are people and organisations you can work with, build alliances with, and share resources with.

- **Influencers** are people and organisations that shape public opinion. You want to side with these stakeholders as they might help you apply pressure to your target.

- **Opponents** are the stakeholders that actively resist or oppose your proposal or course of action.

After categorising stakeholders, the next crucial step is to assess their anticipated influence on the project's impact. The graphic employs a two-dimensional framework for evaluation:

The **X-Axis** indicates the extent to which a stakeholder **opposes or supports** the desired change. Depending on the degree of support, you can position the stakeholder along the axis.

The **Y-Axis** represents the **expected influence** a stakeholder can exert on the change process. Stakeholders with significant power are positioned at the upper end, while those with less power are placed further down.

For effective advocacy planning: Stakeholders positioned into the upper quadrants (upper right and left) hold substantial power and should be carefully considered. Engage supporters as allies and recognize powerful opponents as potential adversaries right from the start of the advocacy process. Stakeholders in the lower left quadrant have minimal influence and may be ignored.

Risk Analysis

Risk analysis is a fundamental process to identify and control the risks that may affect your campaign. However, we recommend you to use this versatile tool for any project.

The **SWOT analysis**, identifying Strengths, Weaknesses, Opportunities, and Threats provides a solid foundation for pinpointing areas of emphasis and avoidance in your strategy and planning.

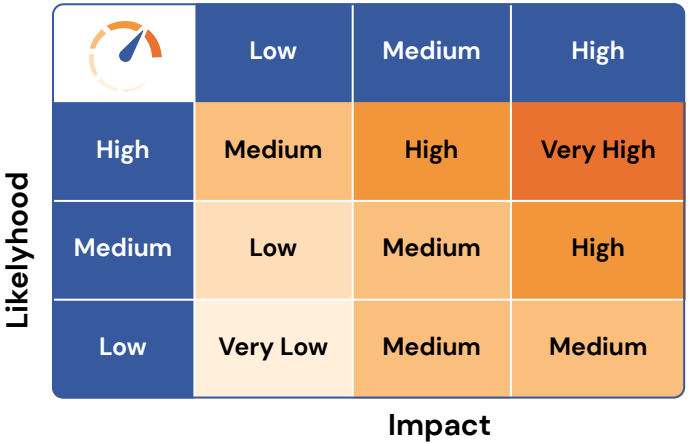
	Useful for achieving goals	**Harmful** for achieving goals
Internal	Strengths	Weaknesses
External	Opportunities	Threats

It can help you assess the campaign's effectiveness, by identifying areas for improvement, and guiding you to develop strategies to overcome challenges. It distinguishes between internal and external, as well as helpful and harmful factors, providing a more holistic view of risk-related considerations.

Key Factors for Reflection:

1. **Legal Risks:** Evaluate potential legal challenges associated with the campaign.
2. **Resource Allocation:** Assess risks related to human, material, and financial resources.
3. **Internal Divisions:** Identify and mitigate potential internal conflicts or divisions.
4. **Message Misunderstanding:** Analyse the risk of the campaign message being misunderstood.
5. **Stakeholder Relationships:** Consider risks related to stakeholder relationships and their positions.
6. **Other Relevant Factors:** Reflect on any additional factors deemed crucial to the campaign.

Risk Analysis and Classification: Classify risks into low, medium, or high categories, based on these criteria: The potential impact of the risk and the probability of occurrence.



It is also helpful to classify risks according to their nature, firstly **whether they are due to external or internal causes**, and secondly, you can make classifications depending on the area, for example, human resources, financial, organisational, etc.

Prioritization of Risks: Once risks are classified, prioritise them based on severity and potential impact.

Identification of Mitigation Strategies:

You can address most risks but not always avoid them. For each identified risk, formulate a mitigation strategy (risk minimisation strategy) with the following considerations:

1. **Comprehensive Effectiveness:** Develop a strategy that addresses the risk in all relevant fields, both legally and economically.

2. **Realistic Implementation:** Ensure the mitigation strategy is realistic and feasible within the context of the campaign.

3. **Declaration of "Unmitigated" Risks**: If the risk is not mitigated, it should be declared as unmitigated, in which case you should reconsider the action and the personnel carrying it out, and decide whether to continue with the action.

Implementation of Mitigation Strategies: Carry out what you planned in the previous step; this may involve allocating resources and specific training of the staff.

Once mitigation strategies are developed:

1. **Allocate Resources:** Think about how to dedicate necessary resources, including personnel, time, and budget, for strategy implementation.
2. **Staff Training:** Think about whether specific training to the staff involved is needed for executing the mitigation strategy. If yes, make a plan how this can be made possible.

Regularly review and update your risk analysis. Only then can it be relevant and effective.

Organisation name:			**Project:**			
Source	**Category**	**Description of the risk**	**Level of risk**	**Protocol of action / mitigation**	**Responsible**	**Priority level**
Internal	Human resources	Lack of time and lots of tasks for the staff. Burnout	Very high	Meeting to reorganise and prioritise tasks.	Maria	1
External	Logistics	Heavy rain forecast for the action planned outdoors	Medium	Move the action to an indoor venue already screened and booked for the day.	Tommy	2
.....						

Example of how a risk analysis and mitigation strategies can be documented and sorted in a table.

Tools for Self-Reflection

Self-reflection is an important aspect of any advocacy work and lobby campaign. By regularly assessing the campaign's progress and impact, you or your organisation can identify areas for improvement and develop strategies to increase the campaign's effectiveness. There are several tools that can be used to facilitate this process. Here are a few examples:

1. **Group Debriefings:**
   - **Purpose:** Discuss progress, challenges, and successes.
   - **Benefits:** Identify areas for improvement, develop strategies to overcome challenges and celebrate successes.

2. **Reflection Journals:**
   - **Purpose:** Encourage individuals to document thoughts and feelings.
   - **Benefits:** Facilitate personal reflection, identify improvement areas, and acknowledge achievements.

3. **Feedback Forms:**
   - **Purpose:** Gather feedback from campaigners and stakeholders.
   - **Benefits:** Obtain insights, suggestions for improvement, and assess stakeholder satisfaction.

4. **Impact Assessment:**
   - **Purpose:** Evaluate campaign effectiveness and impact.
   - **Benefits:** Learn from the experience, apply lessons to future campaigns, and measure overall success.

5. **Personal Values Assessment:**
   - **Purpose:** Encourage supporters to reflect on personal values.
   - **Benefits:** Understand motivations, align with campaign goals, and identify effective contributions.

SMART Goals

SMART Goals describe criteria for defining verifiable goals. No matter if you define milestones or the main goal of your campaign, these five criteria help to stay focused and analyse progress. All SMART goals should be:

- **Specific:** Define your goal in a clear and concrete way, avoiding generalisations.
- **Measurable:** Define criteria by which you can measure whether or not you have achieved your goal (e.g. number of people reached, number of measures conducted, etc.).
- **Achievable:** Your goals have to be achievable. They can be ambitious but should stay realistic and in your own hands.
- **Relevant:** Your goal should have relevance for your work or the target group you want to reach.
- **Time-based:** Specify a date or deadline by which you aim to achieve your goal.

Example of a Non-SMART Goal: "I'll try to live healthier!"

Example of a SMART Goal, starting with being specific: "Over the next four weeks, I will improve my health by changing my diet and eating at least three portions of fresh fruit and vegetables a day. During this period I am going to consume fast food only once a week. I will set new goals at the end of June of this year."

Example for a Lobbying and Advocacy Process

A timeline process in an advocacy and lobby activity (mostly it will be a campaign, be it a small scale or a large-scale campaign) is **a plan or schedule that outlines the different steps and activities** that will be undertaken. The purpose of creating a timeline is to ensure that everyone involved in the campaign is aware of what needs to be done, when, and by whom.

The following is an example of the steps that such a process can involve, using the example of a major campaign to be carried out by a large organisation or network. Important: Much smaller and less extensive processes

with more limited objectives, shorter durations, smaller teams and less time and resources are also possible and can be very effective. An appropriate structure is nevertheless very helpful.

Pre-Campaign Preparation:

- Define your campaign objectives, e.g. securing increased funding for youth programmes.
- Establish a campaign team and assign roles and responsibilities.

Stakeholder Mapping and Engagement:

- Identify key local stakeholders, e.g. local government officials, community leaders, and youth organisations.
- Develop a strategy to engage with stakeholders, including scheduling meetings, attending community events, and establishing partnerships.

Research and Analysis:

- Research successful youth work initiatives from other communities for potential replication.
- Develop evidence-based policy recommendations to address identified issues.

Message Development and Material Creation:

- Craft clear and compelling key messages that resonate with the local community and decision-makers.
- Create campaign materials, for example brochures, fact sheets, infographics, and social media graphics, to effectively communicate your campaign's objectives and messages.

Campaign Launch and Awareness Building:

- Organise a campaign launch event to generate visibility and support.
- Conduct an awareness-raising campaign using various channels, including social media, local media outlets, and community events.
- Engage local influencers, youth leaders and community members as campaign ambassadors.

Lobbying and Advocacy Activities:

- Schedule meetings with local government officials, school administrators, and relevant stakeholders to present policy recommendations.
- Coordinate letter-writings or email campaigns to engage community members in advocating for youth work issues.
- Host town hall meetings or community forums to provide platforms for discussing youth work concerns and gathering input.

Grassroots Mobilization:

- Encourage your community members, youth, and stakeholders to actively participate in the campaign through actions like signing petitions, attending rallies or demonstrations, and sharing campaign materials on social media.
- Organise volunteer-led initiatives, such as community service projects or youth-led workshops, to highlight the positive impact of youth work.

Monitoring, Evaluation, and Follow-up:

- Regularly monitor media coverage, social media engagement, and stakeholder responses.
- Evaluate the campaign's progress against predetermined goals and adjust strategies as necessary.
- Follow up with decision-makers to maintain engagement and advocate for policy changes.

Creating a Compelling Elevator Pitch for Lobbying

Imagine you meet your target-stakeholder by chance in an elevator. She presses the button for the 6th floor. This is your chance. You have 60 seconds to provide your message.

60 seconds and not a second longer, because when the doors open on the 6th floor and you still haven't made your point, she will be annoyed and get out. But if you've given her that one thing to think about, you've won. That's where the metaphor "elevator pitch" comes from. In practice, a much more common situation is that you meet your stakeholder at an event, and probably you are not the only one who wants to talk to her. Like in the elevator, less is more. One clear message instead of a monologue. The same is true if you are officially invited for a meeting. Here you have more time, but to think that now you can start with a 10-minute talk is a mistake.

An elevator pitch in the context of lobbying is a very good method of practising conveying your message in a clear and convincing way. The goal is to capture the interest of decision-makers, and advocate for your cause.

We have outlined key points which will assist you in creating a compelling elevator pitch specifically tailored for lobbying purposes. Whether you're advocating for a policy change, seeking support for your organisation, or promoting a specific agenda, a well-crafted lobbying pitch can make a significant impact. Key elements of an effective lobbying pitch are:

- **Keep it Brief and Compelling.** When delivering a lobbying pitch, it is crucial to be concise and captivating. Restrict your pitch to a short duration, typically 30 to 60 seconds. Focus on conveying the essence of your cause, emphasising its importance and the potential benefits it brings. Avoid delving into excessive details or complex arguments that may overwhelm your listeners. While you have limited time to convey the information, speaking too quickly makes it challenging for listeners to absorb your message. Maintain a clear and steady pace to ensure your pitch is easily understood.

- **Share the Purpose and Impact.** Clearly articulate the purpose of your lobbying efforts and the impact they can have on the stakeholders involved. Highlight the significance of your cause, whether it's addressing social issues, advocating for environmental sustainability, or promoting economic growth. Frame your pitch in a way that resonates with the values and interests of your audience, emphasising the positive change your lobbying can bring.

- **Showcase Expertise and Qualifications.** Demonstrate your expertise and qualifications relevant to the lobbying efforts. Highlight your experience, knowledge, and achievements in the field to establish credibility. Focus on the assets that add value to your cause and make you a valuable advocate. This is your chance to showcase your skills and establish yourself as a credible and trustworthy voice in the lobbying landscape.

- **Practice, Practice, Practice.** To deliver a compelling lobbying pitch, practice is crucial. Rehearse until it feels natural, striking a balance between preparedness and spontaneity. The more you practise, the more comfortable you will become, enabling you to adapt your pitch to different audiences and situations while helping you to stay focused and avoid rambling. This also helps you to foster a natural conversation by allowing interjections. Remember to maintain energy and enthusiasm and vary your voice. A friendly facial expression and a genuine smile can leave a positive impact.

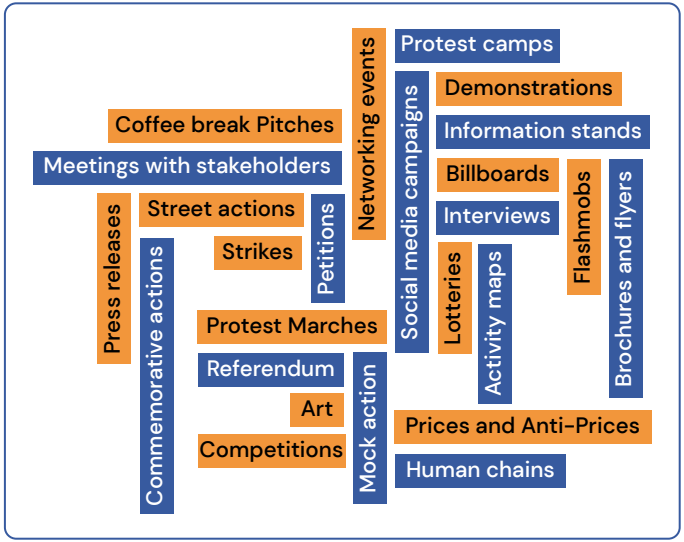
- **Tailor the Pitch to Your Audience.** Knowing your audience is crucial in lobbying. Research and understand the interests, values, and priorities of decision-makers you are targeting. This knowledge allows you to tailor your pitch effectively, using language and arguments that resonate with your specific audience. Avoid using jargon or technical terms that may alienate or confuse your listeners. Keep your message clear, concise, and accessible.

- **Emphasise Goals and Objectives:** While maintaining a broad focus to accommodate different situations, it's essential to mention your specific lobbying goals and objectives. Clearly state what you seek to achieve, whether it's the passage of legislation, policy changes, or increased support for your cause. A concise and focused goal statement helps your audience understand your intentions and allows for better alignment and collaboration.

- **Provide Supporting Materials.** Be prepared with relevant supporting materials to provide further information and strengthen your pitch. This could include research findings, data, case studies, or success stories that validate the effectiveness and importance of your lobbying efforts. Offering these materials demonstrates your preparedness and commitment to your cause.

Public Actions

Public actions are an excellent way to raise awareness of your issue and attract potential supporters. In the following Illustration, we give you some inspiration on what actions can be carried out. Of course, the collection does not claim to be complete and can be extended accordingly. Also, we will not explain the forms of actions here. Descriptions and illustrating pictures or videos can be found easily online.



6. Instead of a Summary: Do's and Don'ts

- **Never Walk Alone!** No one can save the world alone. Therefore, think about how to join forces with like-minded people. Expand your network and gain supporters. Depending on individual talents and interests, different roles and tasks can be taken on. Brainstorming over ideas together gives new impulses so that synergies can arise.

- **Be Prepared!** Good preparation contributes to your success. Create visions and make plans to get them off the ground. Don't neglect to take into account possible risks, and think about a plan B (or C, D, E,...) in case your original plan doesn't work out. But of course, never give up spontaneity.

- **Evaluate and Adjust!** Plans help you to be prepared. But often, things don't go as planned, and plans need to be adjusted. A thorough evaluation helps you to identify weaknesses and required modifications. If necessary, don't worry about throwing your plans overboard and adapting to changing conditions. Regular evaluation also gives you a realistic assessment of the progress of your project.

- **Be Persistent!** Lobbying and advocacy processes often require perseverance. Even if you have a lot of drive to change the world, change often takes time, so you will need a lot of patience. Even if things don't go your way, don't give up and make sure you and your team stay motivated and committed.

7. Annex

Analysis Grid for Preparing and Monitoring Your Processes

1. Title of practice		10. Brief description of practice	
2. Country		11. Context and objectives	
3. Organisation(s) responsible		12. Steps/activities of the practice	
4. Main topic addressed		13. Resources required	
5. Type of resource/practice		14. Achievements and outcomes	
6. Approach		16. Challenges and limitations	
7. Target group(s)		16. Follow-up ideas and future plans	
8. Timing		17. Further information	
9. Language		18. Contact person	

Guide for Local Action: Download Link and Description of Templates

In this chapter, you will find information on templates which can help you create successful advocacy and lobbying efforts. These tools were designed in the framework of Generation Europe – The Academy, to be adapted by the network partners to their specific needs and local contexts. There are endless possibilities for their utilisation, allowing you to tailor them to your campaign's requirements. Whether you need to combine different texts, use them for physical letters, or as references for creating custom materials, these resources are at your disposal.

Please note: The templates provided here were designed to support the network partners of Generation Europe – The Academy in achieving their long-term goals. The effective use of these templates hinge on the overall strategy of the respective youth organisation, and each template should be integrated into their campaign if it aligns with their specific objectives. But in order to make our work transparent, pass on knowledge and strengthen the entire community of practice, we are hereby releasing these documents to the public.

You can download the templates here:
https://generationeurope.org/handbook

Template Descriptions and Applications

1. Introduction to Youth Work

Purpose/Goals:

- To make clear the benefits of youth work for youngsters and society
- To give a very short overview of what is youth work
- To explain the importance and necessity of youth work for society

This template is versatile and can be used when approaching stakeholders in various scenarios, such as when they are not familiar with youth work, do not recognize its importance, or when they are deciding which sector to support. You can present it directly or attach it to an email. The purpose of this template is to demonstrate the Importance of being concrete and using proofed data. Of course, your own arguments might be very different. The arguments provided here should be in a clear relationship to the goals of your organisation, yet being in harmony with the needs of your organisation or campaign.

2. Needs of Organisations and the Young People

Purpose/Goal:

- Requesting a specific need from a concrete public institution, agency, or organisation in order to develop a youth work programme or project

Use this template to outline your requirements for delivering high-quality work. It gives stakeholders an understanding of how they can support you or your organisation. It is best utilised after establishing contact with a stakeholder and before offering them a declaration of support.

3. Declaration of Support

Purpose/Goals:

- To have the municipality (or other stakeholders) show their commitment in their support
- The declaration is a symbolic agreement which states concrete things about how the municipality (or other stakeholders) has agreed to support the project/action
- To hold the municipality (or other stakeholders) accountable for their promises made within the declaration (how they are able to support the project/action)

It's important to clarify that this template is not a legally binding document but a symbolic gesture. It details the stakeholder's commitments to support your long-term goal. It should be used after establishing a relationship with a stakeholder who has verbally agreed to support your goals. It solidifies their commitment in a presentable document.

4. Letter of Support

Purpose/Goal:

- To have written proof of general support from the municipality (or other stakeholders) for your project/ action

This template serves as a signed statement from stakeholders. It does not outline specific ways they will support you but shows that your goals, as outlined in the letter, have their support. It can be used to demonstrate support from individuals in power when working toward a specific goal, such as securing funding for a project.

These templates are helpful tools for advocating for youth work and making a positive impact in your community. With a well-structured strategy, clear communication, and the support of stakeholders, you have the power to bring about meaningful change.

About Generation Europe – The Academy and IBB e.V.

This handbook was written by a team of professionals from the network of Generation Europe – The Academy. It emerged from a workshop series on lobbying and advocacy in youth work, organised for the network partners.

Generation Europe – The Academy

…is an international network of youth work organisations and a funding programme for European cooperation. We want social participation for all. Young people raise their voices and take action: in their local communities and across all boundaries. More than 40 youth organisations from 14 countries are involved. Together, we are contributing to an active and inclusive European citizenship.

The young people of our network dorm local groups and connect at international youth encounters. Together, we create opportunities for participation on local and European level, regardless of origin, parent's income and previous success in the formal education system. In each of our project partnerships, youth from three countries work together. They identify local problems and support each other to address them.

The International Association for Education and Exchange (IBB e.V.)

…is an institutionally and politically independent non-profit organisation based in Dortmund, Germany. We enable collaboration among socially engaged actors across national borders. To involve more people, we develop seminars, training sessions, and projects for young people as well as adults. With our activities, we offer opportunities for personal encounters, engagement with history and networking for more sustainability and social justice. IBB sees itself as part of a European civil society striving for change within individual countries and across borders. In a changing world with new and old conflicts, we develop perspectives for cooperation and understanding, in order to promote active citizenship and strengthen peaceful living together.

Memos

IBB
Internationales
Bildungs- und
Begegnungswerk

GENERATION
EUROPE
The Academy

generationeurope.org
ibb-d.de